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ORGANIZATION OF THE SECRETARIAT OF THE UNITED NATIONS CHILDREN'S FUND

Chapter I. NEW YORK HEADQUARTERS

Section A. Office of the Executive Director

The present section describes the current functions and organization of the Office of the Executive Director, which includes the Office of the Secretary of the Executive Board and the Office of Internal Audit. It also describes the composition and responsibilities of the various committees and meetings that have been established to enable the Office of the Executive Director to carry out its corporate management functions.

I. NEW YORK HEADQUARTERS

A. Office of the Executive Director

General functions and responsibilities

The Office of the Executive Director is responsible for the general direction of UNICEF operations under policy directives of the UNICEF Executive Board. In addition to the direction of the divisions and offices described below, the responsibilities of the Office of the Executive Director are:

(a) To review, plan, coordinate and direct the activities of UNICEF;

(b) To recommend to the Executive Board changes in, or development of, policies that appear to be required;

(c) To recommend to the Executive Board approval of programmes of cooperation and budgets, and report on activities;

(d) To maintain liaison and coordination with relevant organizations of the United Nations system;

(e) To maintain contact with delegations to the United Nations;

(f) To arrange for representation of UNICEF, where necessary, and briefing of representatives at conferences and meetings, except for those of a regional character, that are served by regional directors;

(g) To maintain high-level contact with government ministries in such areas as policy and fund-raising;

(h) To provide oversight and policy direction on the administration of UNICEF offices and staff, procurement and supply operations, the management of finances, public relations and information and visits and observations of field operations;

(i) To interpret and advocate, to all relevant bodies and publics, the objectives that UNICEF seeks to achieve;

(j) To oversee fund-raising and income-generating activities, as well as the expenditures of the organization, in conformity with Board policy.

The Office consists of the Executive Director, three Deputy Executive Directors (for Operations, Programmes and External Relations) and additional secretarial support. Functional responsibilities are as follows:

(a) The Deputy Executive Director, Operations, directs and coordinates the activities of the Operations Group, which includes the Division of Financial Management, the Division of Personnel, the Office of Administrative Management, the Supply Division and the Office of Information Resources Management. The Office of Internal Audit reports directly to the Executive Director, and, for administrative purposes, to the Deputy Executive Director, Operations. In these

areas, the Deputy Executive Director, Operations, maintains liaison with United Nations technical bodies and organizations. The Deputy Executive Director, Operations, also assists the Executive Director in matters related to UNICEF organizational effectiveness and efficiency and has primary responsibility for management of the support functions carried out by the organizational units described above. Towards that end, the Deputy Executive Director, Operations, among others, acts as convener of the Operations Group, and Chairman of the Director's meeting, which is composed of all headquarters' directors;

(b) The Deputy Executive Director, Programmes, directs and coordinates the activities of the Programme Group, which includes the Programme Division, the Evaluation and Research Office, the Planning and Coordination Office, the Office of Emergency Programmes, the Social Policy and Economic Analysis Office and the International Child Development Centre at Florence, Italy. The major responsibility of the Deputy Executive Director, Programmes, is to assist the Executive Director in developing programme policy and to oversee its implementation at global, regional and country levels. Liaison with United Nations specialized agencies and other technical organizations on programme matters is also the responsibility of the Deputy Executive Director, Programmes;

(c) The Deputy Executive Director, External Relations, directs and coordinates the activities of the External Relations Group, which includes the Programme Funding Office, the Division of Information, the Division of Public Affairs, Greeting Card and related Operations (GCO), the external relations function of the Geneva Office, the UNICEF offices at Tokyo and Sydney, relations with National Committees for UNICEF and non-governmental organizations and liaison with United Nations missions. The major responsibility of the Deputy Executive Director, External Relations, is to assist the Executive Director in developing UNICEF external relations policy, primarily with respect to programme advocacy and resource mobilization, and in overseeing its implementation. Towards that end, the Deputy Executive Director chairs the External Relations Committee, which is composed of the directors of the organizational units described above and of several other directors of the Programme and Operations Groups.

Each of the Deputy Executive Directors may organize such functional interdivisional management, information-sharing and/or planning groups, as well as special task-oriented working groups, as may be appropriate.

Committees and meetings

Various committees and meetings have been established to enable the Office of the Executive Director to carry out the above-mentioned corporate management functions. Their composition and responsibilities are as follows:

(a) Deputies' meeting. The Deputies' meeting includes the Executive Director, the Deputy Executive Directors, the Secretary of the Executive Board, the Special Adviser to the Executive Director, the Director of the Programme Division, the Counsellor to the Executive Director, the Executive Officer and any other individuals the Executive Director may wish to include. The group meets to identify and review policy issues of major concern to the organization, including both current management issues and long-term strategic planning, and

to assign actions that are deemed necessary. The Executive Officer provides secretariat support;

(b) Executive staff meeting. The headquarters executive staff (division directors and other senior staff), as well as the Chairman of the Global Staff Association, meet weekly, principally to discuss and communicate UNICEF policy and operational decisions. In addition, the meeting serves as a means of coordination and exchange of information among headquarters divisions. A resume of its deliberations is circulated to field offices. Regional directors and representatives visiting headquarters are invited to attend these meetings. The Executive Officer and Assistant Administrative Officer provide secretariat support;

(c) Directors' meeting. This meeting, which is held once a month, is chaired by the Deputy Executive Director, Operations, and includes all division directors. It is an action-oriented forum in which decisions on interdivisional issues are reached or recommendations for action made to the Executive Director and the Deputy Executive Directors. The Planning and Coordination Office provides secretariat support;

(d) Regional directors' meeting. Regional directors' meetings are held twice a year, normally at headquarters, to review major policy and implementation issues facing the organization globally and to make recommendations. Chaired by the Executive Director, the meeting includes all regional directors, the Deputy Executive Directors and such headquarters officers as may be appropriate. The meetings are organized by the Executive Officer and the Assistant Administrative Officer;

(e) Senior Staff Review Committee. Membership of the Committee includes the Executive Director (Chairman), the Deputy Executive Directors, the Special Adviser to the Executive Director and the Directors of the Division of Personnel and Programme Division. The Deputy Director, Division of Personnel, serves as secretary. Regional directors are invited to participate when they are in New York. The Committee meets monthly, or as called. It advises the Executive Director on appointments to representative posts and posts at the levels of D-1 and above. It also advises on the promotion, reassignment and contractual status of staff appointed to those posts;

(f) Finance Advisory Committee. The Committee is chaired by the Executive Director and includes the Deputy Executive Director, Operations, the Deputy Executive Director, Programmes, the Comptroller and the Directors of Supply Division and the Programme Funding Office. The Chief of the Finance Section serves as secretary. The Committee advises on the placement of funds and reviews such matters as cash flow, the selection of banks, currency restrictions and financial problem situations. It also draws on advice from outside the organization;

(g) Internal Audit Committee. The Committee is chaired by the Deputy Executive Director, Operations, and includes the Deputy Executive Directors for Programmes and External Relations, the Comptroller and the Director, Office of Internal Audit. The Committee reviews corporate issues as they arise from audit reports and follows up selectively on audit issues requiring senior management intervention. The Office of Internal Audit provides secretariat support;

(h) Budget Planning and Review Committee. The Committee, which is chaired by the Deputy Executive Director, Operations, or as alternate, the Comptroller, includes the Directors of Programme Division, the Division of Information, the Division of Public Affairs, the Division of Personnel, the Office of Administrative Management and the Planning and Coordination Office, as well as the Deputy Director of the Budget Section. Other staff members are invited as required. The Deputy Executive Directors for Programmes and External Relations are ex officio members. Regional directors and heads of offices participate in the Budget Planning and Review Committee meetings which take place in field offices to review biennial budget proposals. The Committee advises the Executive Director on budget policy and the allocation and reallocation of both financial and human resources. The Committee also reviews proposals for the acquisition of property. It is the focal point for the continuous, systematic effort to optimize the utilization of budgetary resources. Secretariat support is provided by the Budget Section;

(i) External Relations Committee. The Committee is chaired by the Deputy Executive Director, External Relations. The Committee is the mechanism by which a larger group of senior staff addresses policy and management issues concerning UNICEF external relations. It meets as required, but no less than quarterly, under the chairmanship of the Deputy Executive Director, External Relations. In addition to the external relations group division directors, the Committee's membership includes the Executive Director, the Deputy Executive Directors for Operations and Programmes, the Director of the Geneva Office (when in New York), the Secretary of the Executive Board, the Directors of Programme Division, the Planning and Coordination Office, the Division of Personnel and the Evaluation and Research Office, plus the Comptroller and the Chief, Programme Communications. The Committee is served by a secretary who is appointed by the Deputy Executive Director, External Relations;

(j) Information Resources Management Advisory Committee. The purpose of the Committee is to provide a policy framework for information resources management activities and to advise the Director of the Office of Information Resources Management, who serves as a secretary and ex officio member, on its policies, priorities and plans. The Committee is chaired by the Deputy Executive Director, Operations, and includes the Directors of the Planning and Coordination Office, the Programme Division, the Division of Information, the Division of Public Affairs and the Office of Internal Audit. The Committee reviews and advises on the following information resources management issues: strategies; short- and long-term plans; proposals to management as to how organizational objectives can be supported; management control systems; work priorities; and levels of applications and service performance. It also resolves organizational issues necessary to enable information resources management work to progress.

Office of the Secretary of the Executive Board

General functions and responsibilities

The Office of the Secretary of the Executive Board is responsible for maintaining effective relationships: (a) between the UNICEF Executive Board and the UNICEF secretariat; and (b) between members and organs of the United Nations system and UNICEF on matters relating to Board policy. In addition, the Office has served as focal point for the ongoing UNICEF history process since 1989 and will continue to do so until the end of 1993, at which time the history process will be transferred to the Evaluation and Research Office.

The responsibilities of the Office are:

(a) To participate in the formulation of policy recommendations by the Executive Director to the Executive Board;

(b) To organize the business of the Executive Board sessions and organizational sessions and prepare for and service these sessions;

(c) To organize the business of meetings of the officers of the Executive Board and prepare for and service the meetings;

(d) To organize, prepare for and service informal consultations between Board members and the secretariat;

(e) To provide editorial and technical services for reports and other documents submitted to, or resulting from, meetings of the Executive Board;

(f) To provide support to officers and members of the Executive Board in their efforts to streamline the work and procedures of the Board;

(g) To organize and arrange, in capitals of Board member countries and in New York, annual in-depth briefings on the policies and work of UNICEF, as well as on issues to be discussed during Board sessions;

(h) To maintain a permanent record of the deliberations and decisions of the Executive Board;

(i) Until the end of 1993, to serve as the secretariat for the UNICEF History Process Task Force, which provides guidance on documenting and preserving the UNICEF experience, and to serve as the focal point for assisting UNICEF field offices and headquarters divisions to implement these policy guidelines.

Office of Internal Audit

General functions and responsibilities

The Office of Internal Audit is responsible for assisting management in the effective performance of its responsibilities. To this end, Internal Auditors review all aspects of the work of UNICEF and furnish management with analyses,

appraisals, recommendations, counsel and information concerning economy, efficiency and effectiveness of policies and procedures, their application and adequacy of controls. They have unrestricted access to all books, records, documents, other information, personnel, physical properties and assets of UNICEF in the performance of their duties. The Internal Auditors may offer advice and review systems with respect to accuracy and controls, efficiency and auditability before implementation and revision.

The Office of Internal Audit is an independent function in UNICEF. The Office is headed by a Director who reports directly to the Executive Director and is assisted by a Deputy Director and professional Internal Auditors. The Internal Auditors are independent of the functions they audit. They are to have an honest belief in their work product and do not subordinate their judgement in audit matters to those of others.

The scope of work of the Office of Internal Audit encompasses the examination and evaluation of the adequacy and effectiveness of the organization's system of internal control and the quality of performance in carrying out assigned responsibilities. The Internal Auditors:

(a) Review the reliability and integrity of financial information and the means used to identify, measure, classify and report such information;

(b) Review the systems established to ensure compliance with those policies, plans, procedures, laws and regulations which could have a significant impact on the operations and reports and should determine whether the organization is in compliance;

(c) Review the means of safeguarding assets and, as appropriate, verify the existence of such assets;

(d) Appraise the efficiency and economy with which resources are employed;

(e) Review operations or programmes to ascertain whether results are consistent with established objectives and goals and whether the operations or programmes are being carried out as planned.

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ORGANIZATION OF THE SECRETARIAT OF THE UNITED NATIONS CHILDREN'S FUND

CHAPTER I. NEW YORK HEADQUARTERS

Section B. Operations Group

The present section describes the current functions and organization of the Operations Group, which includes the Division of Financial Management, the Division of Personnel, the Office of Administrative Management, the Supply Division and the Office of Information Resources Management.

CHAPTER I. NEW YORK HEADQUARTERS

B. Operations Group

The Operations Group, which is coordinated by the Deputy Executive Director, Operations, includes the Division of Financial Management, the Division of Personnel, the Office of Administrative Management, the Supply Division and the Office of Information Resources Management.

Division of Financial Management

General functions and responsibilities

The Comptroller, who is the Director of the Division, is responsible for the direction and management of all financial and accounting activities of the organization. Those responsibilities are exercised directly at headquarters and through three functional sections of the division and extend functionally to the Geneva Office, the Supply Division at Copenhagen, the Greeting Card and related Operations (GCO) and all field offices through the issuance of financial, accounting and budgetary instructions.

Organization of the Division

The Division includes the Comptroller's Office and three functional sections: Accounts, Finance and Budget. The respective functions and responsibilities are described below.

Comptroller's Office

Through the Deputy Executive Director, Operations, the Comptroller advises the Executive Director on all financial matters; ensures the financial planning, management and accountability of the organization; exercises the financial and accounting control functions in accordance with the organization's relevant policies; coordinates with the Division of Personnel on matters concerning the recruitment and placement of finance, accounting and administrative staff and participates in budget reviews; coordinates UNICEF relations with the United Nations Board of Auditors; and chairs or participates in the Finance Advisory Committee, the Internal Audit Committee, the Budget Planning and Review Committee, the Contract Review Committees, the Insurance Survey Board and the Property Survey Board.

Accounts Section

The Accounts Section is responsible for implementing the organization's accounting policies; providing functional guidance and staff training to offices throughout the organization; maintaining the organization's books of accounts; and preparing the annual financial report and accounts. The major responsibilities of the section are:

(a) To direct the accounting function and maintain the organization's official books of accounts, including those of GCO, the UNICEF warehouse at Copenhagen and field offices;

(b) To establish accounting policies of the organization so that they serve the accounting requirements of UNICEF while ensuring compliance with UNICEF Financial Regulations and Rules and accepted accounting principles;

(c) To formulate and implement procedures that enhance the accuracy of the accounts and reflect fairly the financial position of the organization and the result of its operation at year-end;

(d) To establish effective internal accounting control procedures that provide adequate security for the assets of the organization;

(e) To coordinate the formulation and evaluation of financial reports used by other divisions and offices as performance measurements and maximize the benefits of management information obtainable from the finance database;

(f) To serve as the authoritative source to the heads of major organizational units regarding the management of financial data to be used in dealing with donors and in the development of the broad objectives of the organization that have financial implications;

(g) To discuss audit findings and recommendations with both the external and internal auditors and agree on implementation of the recommendations.

Finance Section

The Finance Section is responsible for the management, monitoring and control of UNICEF financial assets and liabilities and of the financial services provided to staff, and for authoritative financial information and direction on matters related to the financial operations and position of UNICEF. The major functions of the section are:

(a) To manage the financial operations of the Treasury and Cashier Units and of UNICEF global financial arrangements to ensure that the receipt, disbursement, payment and investment of UNICEF funds are controlled and monitored according to the Financial Regulations and Rules, financial procedures and Financial Advisory Committee Guidelines;

(b) To direct and coordinate the financial management of assets and liabilities to maintain the required cash flow, liquidity and fund balance consistent with operational requirements and financial guidelines. This includes the financial management of income recognition, the collection of receivables and the establishment of special accounts;

(c) To manage the delivery of financial services for staff, including payrolls, personal entitlements, pension fund, personal advances and recoveries;

(d) To assist field offices with financial planning and advice, particularly on new financing techniques.

Budget Section

The Budget Section is responsible for budget planning, preparation, monitoring and control; budget reviews; and organizational and management analysis. In managing the budget, the responsibilities of the section are:

(a) To establish basic budgeting concepts, budget format, budget cycle, budget methodology and techniques and organizational structures;

(b) To prepare the budget input to the financial plan and the medium-term plan, prepare budget instructions and maintain the budget manual;

(c) To administer and control budget allotments, expenditure approval, miscellaneous obligating documents, post authorization tables, post control analysis, organization charts, budget transfers and cost-benefit analysis;

(d) To act as secretariat to the Budget Planning and Review Committee (BPRC) for the preparation and submission of the agenda, notification of BPRC of any matters related to policies and procedures that are necessary for information or possible action, preparation of minutes and reporting on follow-up actions and all correspondence concerning budgetary issues and coordination of the biennial regional and headquarters budget review process;

(e) To train and conduct orientation of new international Professional staff on UNICEF budget policies and procedures;

(f) To maintain liaison with the secretariat of the Advisory Committee on Administrative and Budgetary Questions on behalf of the Deputy Executive Director, Operations, with regard to budget policy formulation, interpretation of United Nations administrative and budgetary procedures and information regarding proposed UNICEF budget estimates.

Division of Personnel

General functions and responsibilities

The Division of Personnel facilitates effective planning and management of UNICEF human resources. It is responsible for determining the organization's human resources requirements and developing personnel policies and conditions of service which will facilitate attracting, developing, deploying and retaining staff of the highest calibre to support the programme goals, priorities and objectives of UNICEF.

Organization of the Division

The Division is headed by a Director who is the chief administrator of UNICEF personnel policies and procedures. The Director is assisted by two Deputy Directors, one of whom is responsible for the area of Human Resources Planning and Development (HRPD) and the other for the area of Human Resources Administration (HRA). Within the overall framework of the mandate, goals and objectives of UNICEF, the Director develops and coordinates implementation of

the Division's strategies and plans of action for meeting the organization's needs. The Director is also responsible for:

(a) Advising the Executive Director on personnel matters and issues affecting staff relations;

(b) Participating in inter-agency forums on the development of personnel policies applicable to agencies within the United Nations common system;

(c) Coordinating the development and implementation of UNICEF personnel policies and procedures;

(d) Appearing before United Nations judicial bodies to defend administrative decisions on personnel issues taken by UNICEF management;

(e) Ensuring the fulfilment of personnel-related legislative mandates.

Human Resources Planning and Development

HRPD evaluates the organization's current and medium-term staffing requirements and formulates strategies to use existing staff to their fullest potential, or to recruit qualified external candidates to fill UNICEF staffing needs. It also ensures that staff maintain the highest professional competence and helps to develop their potential to take on new challenges. Within HRPD there are two sections:

Recruitment and Placement Section. The Section is responsible for identifying, assessing and placing internationally recruited Professional staff. The Section undertakes frequent missions to countries and academic institutions throughout the world. The Section also administers and coordinates the UNICEF rotation policy, under which staff, upon completion of their tours of duty (normally three to five years, depending on the degree of hardship at the location), are considered for redeployment to other duty stations;

Training and Staff Development Section. The Section is responsible for formulating training policies and coordinating training and performance-enhancing activities crucial to the effective performance of staff and to the development of their fullest potential. Through a newly implemented planning process, the skills and expertise required by individuals, offices or the organization as a whole are analysed and appropriate training programmes identified or developed by the Section to meet those needs. Besides conducting workshops and seminars, the Section also develops training materials on UNICEF-specific programme areas and processes, resource management and operational topics such as personnel, administration, finance and accounting and orientation for newly recruited staff. The Section arranges annual orientation briefings for newly appointed country representatives and also administers the External Study Leave Programme.

Human Resources Administration

HRA institutes and administers appropriate conditions of service, terms of employment, benefits and allowances, ensuring that the organization is able to retain staff of the highest calibre and to provide a safe and secure working

environment for staff and their families. These duties are carried out by the following two sections:

Compensation and Classification Section. The Section is responsible for the classification of all UNICEF posts world wide and for coordinating with the United Nations system in establishing salary scales and related benefits and allowances for local staff in non-headquarters locations. The Section closely administers the application of job classification standards established by the International Civil Service Commission to all posts in the organization. The Section technically classifies all international and national Professional posts globally and all General Service posts in New York. The Section develops generic job descriptions for all major occupational groups in the organization and also institutes standard job titles and categorizes posts into occupational groupings;

Personnel Services Section. The Section ensures that the United Nations Staff Rules and Regulations and UNICEF personnel policies and procedures are applied correctly and consistently to all staff in the organization. The Section is responsible for: preparing letters of appointment setting out the terms and conditions of service of staff; administering benefits and entitlements; coordinating travel and shipping arrangements for staff on assignment/transfer; monitoring contracts and arranging for their extension or non-renewal; arranging health, life and/or property insurance for staff and assisting staff in submitting compensation claims; and providing administrative support and guidance to Appointment and Placement Committees when reviewing promotions and the contractual status of staff. The Section also serves as the focal point for staff/management relations through regular meetings with staff representational bodies, such as the New York Staff Association and the Global Staff Association. The Section is responsible for coordinating evacuation of staff and their family members to treatment facilities or safe havens in case of medical or security emergencies.

Office of Administrative Management

General functions and responsibilities

The Office of Administrative Management provides administrative and management services through support and advice to field and headquarters offices.

Organization of the Office

The Office comprises the following organizational sections: Office of the Director; Field Services; Headquarters Services; and Travel and Transportation Services.

Office of the Director

The Office of the Director is responsible for the planning, budget and overall direction of the organization's administrative management functions. The Office serves as the focal point for administrative systems and organizational issues and represents UNICEF at various inter-agency forums on

administrative management issues. In carrying out these responsibilities, the Director is supported by a Deputy Director.

The Legal Unit, as part of the Director's Office, is the focal point in UNICEF for legal matters and liaises with the United Nations Office of Legal Affairs, as appropriate. The Unit is responsible specifically for the following:

(a) Basic operation agreements; clearance of drafts; advice and support during negotiations with Governments; and host country agreements at headquarters locations;

(b) Lease and land agreements and property conveyancing;

(c) Legal aspects relating to major negotiations with commercial entities providing services to UNICEF;

(d) Such miscellaneous legal matters as bequests and court proceedings.

The Unit also advises on related policies and procedures.

Field Services Section

The Section provides administrative management support and advice to field offices and to headquarters locations outside New York. Specific responsibilities include:

(a) Planning and directing facilities management services world wide, including coordination with other United Nations agencies on common premises construction projects, office relocations, UNICEF construction/renovation projects and purchase/sales of staff housing;

(b) Negotiating leases and construction contracts for offices and staff accommodation;

(c) Managing and administering security of office premises, warehouses and staff housing;

(d) Coordinating administrative actions with the United Nations, the United Nations Development Programme and other United Nations agencies on matters affecting UNICEF offices;

(e) Authorizing housing subsidies, rental advances, initiating action on claims to the United Nations Compensation Board, updating the UNICEF Field Directory and administering the UNICEF household appliances scheme;

(f) Issuing administrative instructions relating to matters of an administrative nature and ensuring uniform administrative practices at headquarters and field offices;

(g) Exercising organization-wide inventory control over administrative property;

(h) Monitoring administrative vehicles and their insurance coverage world wide.

Headquarters Services Section

The Section provides administrative and management support to New York headquarters in relation to:

(a) Office space planning and maintenance (space layout and planning, repairs and alterations of premises);

(b) Communications (mail and pouch operations), including courier services;

(c) UNICEF and United Nations documents (printing, duplicating, distribution and archiving);

(d) Office supplies, furniture and equipment and systems of inventory control;

(e) Providing conference services;

(f) Budget planning and monitoring of expenditures related to headquarters services;

(g) Ensuring security of New York headquarters office premises and property.

Travel and Transportation Services Section

The Section provides travel and transportation services to headquarters and field staff and consultants, comprising:

(a) Advice on itineraries, entitlements and fares;

(b) Arranging visas;

(c) Issuing travel authorizations and processing claims;

(d) Arranging hotel accommodations;

(e) Administering shipment of personal and household effects;

(f) Arranging insurance coverage and claims;

(g) Negotiating with travel agencies and preferred airline carriers for the best rates, services and discounts.

Supply Division

General functions and responsibilities

The Supply Division in New York acts primarily as a liaison office to represent the Director in New York. It is headed by a Deputy Director who attends interdivisional meetings and acts as the focal point for supply- and procurement-related questions arising in the New York office. A small procurement team is responsible for purchasing computer-related equipment and administrative supplies for the New York office. (See Chapter II, Section B, for a description of the Supply Division at Copenhagen.)

Office of Information Resources Management

General functions and responsibilities

The Office of Information Resources Management is responsible for developing and implementing policies, projects and procedures to manage organizational information systems and supporting information handling resources efficiently and effectively. It is also responsible for providing technical support services in the selection, acquisition and installation of computer hardware, software and networks, telecommunications, records management and user support in New York.

Organization of the Office

The Office comprises the following four sections: Information Planning; Information Applications; Technical Support; and Information Services. The respective functions and responsibilities are described below.

Information Planning Section

Major functions of the Section include: articulating and developing methodologies and tools for identifying and modelling information requirements and assisting other offices in their use; planning and coordinating the development of global information systems; developing strategic plans for the information management function as a whole; coordinating information management projects involving different sections of the office or other divisions; administering the organization-wide data model and database; developing procedures for managing the work of the office; and overseeing the general administration of the office.

Information Applications Section

The major functions of the Section include managing specific electronic information system-related projects, including interaction with user divisions in analysing specific organizational information systems needs; determining the feasibility of proposed electronic information systems; designing organizational electronic information systems; implementing, testing, installing and documenting organizational electronic information systems.

Technical Support Section

The Section's major functions include establishing organizational standards for computer hardware, software and networks; managing computer and related communications installations at New York headquarters, including the operation of computer hardware/software and security considerations; and administering telecommunications systems (telephone, telex, UNICEF electronic information network) at New York headquarters.

Information Services Section

The Information Services Section serves as the major interface between the user and other, more technical, functions. Major functions include:

(a) Assisting users in how to use organizational data/electronic systems to support their work more effectively; solving information systems-related problems encountered by users in the course of their work; providing information to users on recent developments in the computer/information systems field; installing/upgrading personal computer hardware and standard software; and providing training in commonly used UNICEF applications software;

(b) Establishing standards, procedures and systems for records management; coordinating the development and maintenance of organizational manuals; and advising in the development of office/division filing systems.

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ORGANIZATION OF THE SECRETARIAT OF THE UNITED NATIONS CHILDREN'S FUND

CHAPTER I. NEW YORK HEADQUARTERS

Section C. Programme Group

The present section describes the current functions and organization of the Programme Group, which includes the Programme Division, the Evaluation and Research Office, the Planning and Coordination Office, the Office of Emergency Programmes, the Social Policy and Economic Analysis Office and the International Child Development Centre, Florence, Italy.

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I. NEW YORK HEADQUARTERS

C. Programme Group

The Programme Group, which includes the Programme Division, the Evaluation and Research Office, the Planning and Coordination Office, the Office of Emergency Programmes, the Social Policy and Economic Analysis Office and the International Child Development Centre at Florence, Italy, is coordinated by the Deputy Executive Director, Programmes.

Programme Division

General functions and responsibilities

The primary functions of the Programme Division are:

(a) To provide support to the Office of the Executive Director in the formulation of programme policy and the monitoring of its application;

(b) To develop programme guidelines and to monitor their application;

(c) To provide support to UNICEF field offices in the formulation, implementation, monitoring, evaluative analysis and adjustment process of country programmes;

(d) To ensure the acquisition, analysis, distribution and storage of programme-related information;

(e) To coordinate headquarters support for field offices;

(f) To provide substantive support for staff development and training in programme policy and procedures;

(g) To establish liaison with United Nations specialized agencies and other technical organizations in the development and application of programme policies and procedures;

(h) To finalize programme recommendations, policy reviews, reports and information notes for submission to the Executive Board.

Organization of the Division

As restructured in 1993, the Programme Division consists of the Director's Office, the geographic sections, advisory clusters and sections dealing with programme statistics and programme information and management.

Director's office

The office, composed of the Director, Associate Director, Deputy Director and support staff, is responsible for the overall management of the Division and the overall development of policies and strategies. It provides general direction and guidance on the work of the Division, with particular responsibilities for the following:

(a) Providing overall guidance in the development of programme policies;

(b) Reviewing and initiating systems development, especially in the area of situation analysis, programme planning, development and implementation, as necessary;

(c) Undertaking planning for UNICEF as related to programmes, including preparation of the programme elements of the Executive Director's report and the medium-term plan, analysis and monitoring of the situation of children, preparation of annual planning levels and participation in the Budget Planning and Review Committee;

(d) Ensuring the application of UNICEF programme policies in the formulation of programme proposals and reviewing programme proposals for their final clearance, as well as initiating and overseeing global studies for submission to the Executive Board;

(e) Reflecting the views of field offices on policy, programme and operational matters in inter-agency meetings and at different executive, management, operations and external relations meetings;

(f) Organizing the review of annual reports and preparing global overviews;

(g) Overseeing liaison with international, technical and specialized agencies;

(h) Administering global funds, such as the Interregional Fund for Programme Preparation, Promotion and Evaluation and components of the Programme Fund for the 1990s Goals, as well as the divisional budget.

Geographical sections. The geographical sections, which cover Africa, the Americas and the Caribbean, Asia, the Middle East and North Africa and Central and Eastern Europe/the newly independent States, serve as focal points for field contacts and follow-up actions with respect to the regions they serve. They carry out the following major functions:

(a) Provide guidance to field offices on programme policy, strategies and operational procedures;

(b) Support and monitor programme preparation, implementation and review;

(c) Organize headquarters previews and reviews of programmes and annual reports and prepare regional overviews;

(d) Mobilize and coordinate headquarters and other support services required by field offices that are not available to them within the country or in the region;

(e) Serve as focal points for coordination between headquarters and field offices;

(f) Provide support to field offices and the Programme Funding Office in preparing for and securing supplementary funds;

(g) Handle emergencies jointly with the Office of Emergency Programmes.

Programme Statistics Section. The Section is responsible for:

(a) Maintaining and updating statistical information on programmes; preparing reports on UNICEF-assisted programmes, primarily of a statistical nature; and ensuring consistency in statistical data used in different reports;

(b) Preparing, jointly with the Division of Financial Management, the UNICEF financial plan and monitoring and reviewing it periodically;

(c) Gathering, analysing and interpreting data on programme expenditures to ensure adherence to ceilings; monitoring implementation rates; preparing planning levels for annual programme expenditures for individual countries; and advising on country ceilings for the current year's call-forwards;

(d) Ensuring that programme budget allotments and related documents are complete and entering data into the headquarters computer system.

Programme Information Management Unit. The Unit's primary function is to help develop and update programme manuals, guidelines and procedures which reflect and reinforce the changing policies, priorities and information needs of UNICEF. The Unit is responsible for:

(a) Developing guidelines, procedures and manuals for programme planning, programme implementation and management information, especially for field offices;

(b) Assisting the operations and external relations groups in the development of procedures that affect programme planning and implementation;

(c) Developing and supporting a management/workplanning system for field offices that will enable the rational allocation of human and financial resources to achieve country programme objectives and developing methodologies for linking country office programmes with its staffing;

(d) Supporting the establishment of a programme information database capable of monitoring physical outputs, integrating all relevant data classes of UNICEF work and developing programme management procedures for maintaining the database in each office;

(e) Assisting field offices to structure and manage their country programmes to ensure maximum efficiency and impact and to meet their programme information needs by ensuring that the headquarters systems reflect those needs.

Advisory services. Advisory clusters and sections serve as focal points for their respective disciplines. The five sectoral clusters are: (a) health (with specialists in primary health care, safe motherhood, child survival and development, expanded programme on immunization/control of diarrhoeal diseases/acute respiratory infections, acquired immune deficiency syndrome, youth health, the Bamako Initiative and dracunculiasis); (b) nutrition (including micronutrients, breast-feeding and household food security); (c) water supply and sanitation; and (d) education. The fifth is an intersectoral cluster grouping of the following sections: urban and children in especially difficult circumstances; development programmes for women; programme communications and social mobilization; child rights; and children and the environment.

Each cluster comprises a small staff of specialists in related disciplines, who follow up on global developments and interests with specialized agencies and other multilateral and bilateral organizations, as well as with non-governmental organizations (NGOs). They also have the principal function of assisting in the development of programme policies, monitoring the performance and progress in the achievement of the goals in their respective sectors, liaising with concerned agencies and arranging for field support when required.

The functions of the advisory sections are:

(a) To report on new technical and scientific developments and to develop appropriate strategies for their application;

(b) To assist in policy development and review, in consultation with other sections in the division and concerned specialized agencies;

(c) To participate in programme reviews and to prepare reports and position papers in the field of their functional specialization for the Executive Board;

(d) To mobilize advisory services in the fields of their specialization, to prepare case studies, reports and other documentation concerned with the assessment of programme experiences and to contribute to the advisory support of the programme;

(e) To support field offices in helping countries to improve the statistical and information base for planning and programming needs, and for the preparation of a statistical profile of the world's children;

(f) To serve as focal points in developing monitoring systems and global monitoring of progress in the achievement of goals;

(g) To undertake advocacy activities and represent UNICEF in international discussions;

(h) To serve as focal points in programme advisory support networks of concerned programme officers in UNICEF regional and country offices and as links to other professional specialists and specialized agencies and organizations outside UNICEF by sharing recent developments in methods and approaches that would improve programme design or implementation and by providing support in programme development, implementation and evaluation assessments;

(i) To provide guidance and back-up support to specialists and consultants in the field and assist in their recruitment and in-service training;

(j) To assist in field studies and applied research undertaken to define the situation of children;

(k) To participate in selected programme preparation activities at the country level, including prospective appraisals of programmes and feasibility analysis;

(l) To participate in joint periodic reviews with staff of regional and country offices, responsible government officials and members of other participating agencies to assess programme effectiveness and impact and to identify lessons from programme experiences;

(m) To propose, review and recommend project proposals to be funded from the Programme Fund for the 1990's goals, to keep track of the effective use of these funds and to report on their utilization.

Evaluation and Research Office

General functions and responsibilities

The Evaluation and Research Office reports to the Deputy Executive Director, Programmes. The Office maintains close liaison with the Planning and Coordination Office, the Office of Information Resources Management, specialists and geographical sections and advisory clusters in Programme Division.

The responsibilities of the Office are:

(a) To develop systems and guidelines for programme/project monitoring and evaluation;

(b) To review and comment on field evaluation proposals;

(c) To develop and strengthen evaluation and essential research capacities at regional and country levels;

(d) To collaborate with other United Nations agencies and international assistance bodies in adopting a more uniform system of evaluation;

(e) To provide support to field evaluative activities, in close collaboration with the Office of Internal Audit and Programme Division, and to conduct joint evaluations with field offices, concerned Governments and donor agencies;

(f) To initiate thematic and sectoral evaluations where lessons can be learned globally;

(g) To conduct rapid assessments of specific programmes to learn the process involved, factors that determine success or failure, programme strengths and weaknesses, etc.;

(h) To feed back results of evaluations to the field, management and planning process;

(i) To coordinate the preparation and maintenance of monitoring and evaluation manuals;

(j) To conduct and supervise, when required, research and studies leading to policy formulation and modification, in consultation with the relevant sections and policy specialists;

(k) To brief the Executive Director, Deputy Executive Directors and executive staff every three months on the salient features of the latest evaluations received from field offices to enhance feedback and improve the decision-making process.

Planning and Coordination Office

General functions and responsibilities

The follow-up to the World Summit for Children and the goals and strategies for children in the 1990s approved by the Executive Board have set a clear and ambitious agenda for UNICEF action in the coming decade. To enable the senior management of UNICEF to implement this agenda and to provide effective guidance and leadership to field offices and headquarters divisions, the Planning and Coordination Office advises and assists the Executive Director and the deputies in preparing strategic plans and in providing well-coordinated policy direction and managerial oversight.

In its planning function, the Office assists the Executive Director and the deputies in formulating medium- and long-term strategic plans and monitoring organizational performance with respect to such plans. As other organizational units are responsible for preparing detailed programme plans, the financial plan and the human resources plan, the role of the Planning and Coordination Office is to ensure that these plans are mutually supportive and lead to UNICEF meeting its strategic objectives efficiently and effectively.

More specifically, the responsibilities relating to planning functions are:

(a) To analyse global socio-economic trends, with particular emphasis on the situation of children in developing countries, and to recommend changes in UNICEF plans and policies based on such analyses;

(b) To coordinate with other United nations bodies involved in long-term socio-economic projections and in the planning and monitoring of the

International Development Strategy for the Fourth United Nations Development Decade;

(c) To guide and coordinate the preparation of the UNICEF medium-term plan and longer-term plans such as the strategies for children in the 1990s;

(d) To support and strengthen the capacities of the basic organizational units of UNICEF (at headquarters, regional and country levels) to formulate medium- and long-term plans;

(e) To develop guidelines and systems, in collaboration with the Programme Division, the Evaluation and Research Office and other organizational units, for monitoring progress in the achievement of development goals and targets for children contained in UNICEF medium-term plans and in the Declaration and Plan of Action of the World Summit for Children;

(f) To undertake specific assignments that may lead to new policy developments or advocacy on behalf of children.

In its coordination function, the Office assists the Executive Director and the deputies in ensuring that collectively they provide well-coordinated policy directions and guidance, to enable the organization to meet its strategic goals and objectives. This is done through careful preparation and management of the deputies' meetings, executive staff meetings, directors' meetings, consultations with headquarters and regional directors and effective follow-up to, and communication of, decisions reached at those meetings and consultations. This includes regular updates on main indicators to inform the Executive Director and the deputies.

The responsibilities of the Office relating to the coordination function are:

(a) To identify and bring to the attention of the Executive Director and the deputies, key strategic actions that must be taken to ensure that the organization achieves its long-term goals and objectives, including the follow-up to the World Summit for Children and the major policy directions decided upon by the Executive Board;

(b) To prepare, organize, coordinate and arrange major decision-making and information-sharing meetings and consultations involving senior management;

(c) To monitor progress in major action areas initiated by the Executive Director and the deputies;

(d) To coordinate clearance of organization-wide policy directives and guidelines to ensure their clarity, soundness and consistency;

(e) To undertake special assignments on behalf of the Executive Director and the deputies in matters concerning strategic planning, management and coordination.

Office of Emergency Programmes

Because of the increased frequency and magnitude of emergencies around the world and the resulting demands on the time and resources of UNICEF, in 1993 the Executive Director transferred the functions of the former Emergency Programmes Section of the Programme Division to a newly established Office of Emergency Programmes, headed by a Director. As a result, the Office, which was strengthened with additional staff, was able to enhance its working relations with the Department of Humanitarian Affairs of the United Nations and to play a more important role in the United Nations overall system of humanitarian response. The Office participates in policy development, planning (including disaster prevention and preparedness) and needs assessment and also participates in regular country programme reviews in order to ensure the integration of emergency activities into regular UNICEF programmes.

The Office of Emergency Programmes serves as the focal point for UNICEF involvement in emergency situations. Its primary functions are:

(a) To ensure the coordination of actions of all headquarters divisions in responding to the needs of field offices in emergency situations;

(b) To provide policy and technical guidance to field offices on the planning and management of emergency assistance operations;

(c) To manage the Emergency Programme Fund and recommend to the Executive Director proposals for releases and appeals for specific-purpose contributions;

(d) At the headquarters level, to work with the Department of Humanitarian Affairs and other concerned agencies and NGOs in all aspects of emergency assistance operations;

(e) To process the requests to the Central Emergency Revolving Fund of the Department of Humanitarian Affairs in support of country emergency programmes, as well as requests from field offices for clearance by the sanctions committees of the Security Council.

Because of the strong presence of the Department of Humanitarian Affairs in Geneva, as well as that of NGOs and donor Governments, the Emergency Unit of the UNICEF Geneva Office has also been strengthened and is headed by the Deputy Director of Emergency Programmes. The Unit performs liaison work between UNICEF and these bodies. Its functions are:

(a) To maintain regular contact with the Department of Humanitarian Affairs office in Geneva, through participation in meetings and contacts with relevant officers;

(b) Under the direction of and in close consultation with, the Office of Emergency Programmes in New York, to establish and maintain policy and working contacts with Geneva-based international organizations and other humanitarian agencies;

(c) In close coordination with the Director of the Geneva Office, to ensure that donors contributing regularly to UNICEF emergency programmes are routinely informed about the organization's achievements and emerging needs;

(d) To provide support to countries in especially difficult circumstances.

A senior management task force for complex emergencies meets weekly to address policy and operational issues, including staff security and headquarters' handling of emergencies. It makes specific recommendations on actions to be taken to enhance and accelerate the UNICEF response to emergencies, including support to field offices, rapid responses, interdivisional problem-solving, policy and staffing prioritization.

An ad hoc security task force was set up as a subcommittee of the senior management task force to review and improve staff security conditions. The task force collaborates closely with the United Nations Security Coordinator's Office and the Department of Humanitarian Affairs.

There is a focal point in each geographical section of the Programme Division, and/or in the Office of Emergency Programmes at headquarters, to monitor the UNICEF response to and development of each complex emergency. This arrangement ensures close coordination between the Office of Emergency Programmes and the different geographical sections and helps to facilitate the integration of emergency programmes into regular country programmes. The Office of Emergency Programmes has an effective network with the Programme Funding Office and the Divisions of Information and Personnel and other relevant headquarters divisions.

Social Policy and Economic Analysis Office

General functions and responsibilities

The Social Policy and Economic Analysis Office was established in January 1993 with the merger of the Cost and Economics Unit of the Programme Division and the Economic Policy Analysis Unit of the Planning and Coordination Office. The new Office provides support to the organization in the range of economics and related policy areas, including cost analysis, public finance and macroeconomics.

The Office's four main objectives are:

(a) To strengthen the economic analyses of UNICEF-supported programmes at the level of sector strategies and initiatives, as well as at the level of country programmes. Attention is given to the analysis of unit costs, cost-effectiveness and cost-reduction, resource availability and sustainability and financing and macroeconomic issues through the development of guidelines, studies and participation in the country programme process;

(b) To strengthen the economic and policy elements of national programmes of action in terms of both preparation and implementation. The principal areas of focus include the assessment of opportunities and constraints in the overall economic and policy environment, the appraisal of options, the estimation of

resource requirements and the identification of appropriate financing sources and mechanisms;

(c) To carry out research and advocacy in economics and other policy-related issues facing women and children by participating in wider global studies, such as those carried out by the International Child Development Centre, by directly carrying out more specific studies and by participating in activities related to economic issues with other agencies. The results of these activities are expected to be of direct relevance to UNICEF operations or policy;

(d) To strengthen and support the technical capacity of UNICEF in the economics and policy areas through workshops and training on costs, financing and structural adjustment issues, preparation and dissemination of technical guidelines and sharing with field staff information on economic and social policy analysis methodology and developments.

Organization of the Office

The Office is headed by a Director and staffed by four Professional and three General Service staff. The Office reports directly to the Deputy Executive Director, Programmes, while retaining links with the Directors of the Programme Division and the Planning and Coordination Office.

International Child Development Centre, Florence

The International Child Development Centre, often referred to as the Innocenti Centre, was established in 1988 at Florence, Italy, to strengthen the capacity of UNICEF and its cooperating institutions to respond to the evolving needs of children and to promote an emerging new global ethic for caring for children. The Centre is headed by a Director, who is assisted by a Deputy Director and up to five other internationally recruited staff members, as well as a locally recruited support staff. The Centre also benefits from the involvement of senior fellows, Junior Professional Officers and research associates contracted under special service agreements.

The Centre provides a forum for international professional exchange of experiences and undertakes and promotes policy analysis, applied research and field experimentation, as well as advocacy of innovative strategies and dissemination of ideas towards the goals of child survival, development, protection and participation. It also provides special training opportunities for UNICEF staff, concerned government officials and staff of other institutions and organizations with which UNICEF cooperates, including National Committees for UNICEF.

The agenda of the Centre addresses various aspects of children's physical, mental, social and moral development, emphasizing the development, protection and rights of children.

The Centre's activities are complementary to the ongoing activities and evolving policy concerns of UNICEF. It works closely with headquarters,

regional and country offices and with other institutions concerned with the well-being of children.

The three major programme areas are as follows:

(a) Economic policies and mobilization of resources for children, which aims to strengthen UNICEF efforts to document the impact of economic policies on children, women and other vulnerable groups and to formulate appropriate policies for preserving and mobilizing financial resources for human development strategies to assist those groups. It has focused on four major projects: structural adjustment policies in sub-Saharan Africa; financing social services; child poverty and deprivation in industrialized countries; and monitoring of social conditions during the transition to the market economy in Central and Eastern Europe;

(b) The rights of the child, which focuses on policy analysis and development for UNICEF and its cooperating institutions in the area of child rights, particularly in terms of implementation strategies and mechanisms for the Convention on the Rights of the Child, including several of its key provisions such as those concerned with discrimination, the best interests of the child and the maximum use of available resources;

(c) Needs of the urban child, which seeks to identify, assess and advocate sustainable strategies that would: (i) prevent the neglect, abuse, exploitation and abandonment of children living in low-income, high-risk urban settings; (ii) promote family and community-based approaches to child care, protection and development in these especially difficult urban circumstances; and (iii) encourage more decentralized municipal-level action to meet the goals for children in the 1990s as established in national programmes of action.

The Centre plays a catalytic role in generating ideas and research findings aimed at improving the quality of life for children. On a very selective basis, the Centre cooperates with UNICEF country offices to analyse and test new ideas in actual field conditions.

The Centre's training activities are designed to help update knowledge on priority subjects and to strengthen the policy analysis and problem-solving capacities of the staff of both UNICEF and cooperating institutions. For this purpose, periodic Innocenti global seminars are organized in cooperation with the Programme Division and the Training Section of the Division of Personnel.

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unicef

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ORGANIZATION OF THE SECRETARIAT OF THE UNITED NATIONS CHILDREN'S FUND

CHAPTER I. NEW YORK HEADQUARTERS

Section D. External Relations Group

The present section describes the current functions and organization of the External Relations Group, which includes the Programme Funding Office, the Division of Information, the Division of Public Affairs and Greeting Card and related Operations (GCO).

I. NEW YORK HEADQUARTERS

D. External Relations Group

The External Relations Group includes the Programme Funding Office, the Division of Information, the Division of Public Affairs, Greeting Card and related Operations (GCO), the external relations functions of the Geneva Office and the UNICEF offices at Tokyo and Sydney. The Group is coordinated by the Deputy Executive Director, External Relations. Although reporting directly to the Executive Director, the Office of the Secretary of the Executive Board participates in the work of the External Relations Group.

Programme Funding Office

General functions and responsibilities

The Programme Funding Office coordinates UNICEF relations with donor Governments through continuous liaison with their permanent missions and in capital cities. This also includes permanent observers to the United Nations. The Office acts as the formal liaison between donor Governments, principally in industrialized countries, and the UNICEF secretariat regarding programme cooperation, UNICEF priorities and future needs, and assists the Executive Director and his deputies in contacts with Governments in industrialized countries. The Office, together with the Division of Public Affairs, is the focal point in industrialized countries for the follow-up to the World Summit for Children. In this capacity, the Office endeavours to stimulate development cooperation benefiting women and children through the Organisation of Economic Cooperation and Development's Development Assistance Committee machinery and contacts with individual donors.

The Office supports the Executive Director in overall fund-raising for UNICEF. It has direct responsibility for all funding from Governments and intergovernmental organizations, as well as for specific project funding from the private sector, including National Committees for UNICEF and non-governmental organizations (NGOs).

The responsibilities of the Office are:

(a) To support the Executive Director in developing strategies for relations with each of the industrialized countries;

(b) To serve as the corporate focal point for post-Summit follow-up in the industrialized countries, together with the Division of Public Affairs (which deals with children in industrialized countries). In this connection, the Programme Funding Office reviews, analyses and reports on actions taken regarding development aid review;

(c) To support the Executive Director in policy guidance, policy coordination and conceptual support in all aspects of fund-raising, particularly the preparation and implementation of fund-raising strategies for increasing financial resources from traditional donors and potential new sources of funding, and, in this connection, the development of funding targets and income projections, together with the Division of Financial Management;

(d) To support the Executive Director in raising funds for UNICEF general resources, coordinating UNICEF relations with donor Governments and maintaining continuous liaison with Governments in their capitals and with their permanent missions to the United Nations, as well as with permanent observers to the Organization;

(e) To support the Executive Director in raising supplementary funds for UNICEF programmes of cooperation and, in this connection, to ensure the provision of periodic reports to donors on substantive progress of programme activities undertaken as the result of the availability of additional supplementary resources and the utilization of funds provided by them; to maintain close contacts with donors through continuous liaison with permanent missions to the United Nations in New York and through periodic visits to donor countries to discuss overall relations with a specific focus on funding arrangements and to negotiate agreements relating to supplementary funding, as well as to discuss progress of funded activities; and to maintain close contacts with National Committees. The Office is also encouraging the active involvement of field offices in this process, since many donor agencies have decentralized decision-making in the field;

(f) To support the Executive Director in raising funds for emergency programmes and coordinate emergency appeals in cooperation with the Office of Emergency Programmes;

(g) To coordinate UNICEF involvement in the annual United Nations Pledging Conference for Development Activities with the United Nations Secretariat, donor countries and field offices;

(h) To coordinate the "debt relief for children" initiative with field offices, Governments, National Committees and financial institutions;

(i) To act as the formal liaison between donor Governments and the Programme Division and field offices regarding UNICEF programme cooperation, priorities, implementation and further needs;

(j) To coordinate New York headquarters clearance of all agreements or official exchanges of letters to be signed (either at New York headquarters or in the field) between UNICEF and donors;

(k) To ensure, together with the Division of Financial Management and other divisions, UNICEF compliance with policies and procedures that govern supplementary funding;

(l) To issue annually the Compendium of contributions by main donors and to collect and maintain up-to-date information on actual and potential donors;

(m) To gather information from donor Governments, National Committees and other international organizations and, based on this information, to produce donor profiles;

(n) To maintain a computerized system for monitoring the funding status of all projects for supplementary funding, including the status of negotiations with all donors;

(o) To participate in UNICEF programme strategies, previews and reviews, to assist in the finalization of project proposals for submission to donors, to maintain a "library" of projects and to produce the "sales book" (UNICEF Proposals for Supplementary Funding) each year;

(p) To prepare visits to donor countries by the Executive Director to approach high-level government and other donor groups and to promote greater interest in and financial support for UNICEF work for children;

(q) To arrange and coordinate visits to UNICEF field offices by representatives from donor countries and National Committees, as well as visits to donor capitals by UNICEF field representatives;

(r) To handle certain protocol functions for UNICEF.

Division of Information

General functions and responsibilities

The Division of Information - at headquarters locations in New York, Geneva and Tokyo - advises on information and education for development policy issues, carries out global media, information and education for development programmes and provides support in its area of competence to the organization world wide. The Division speaks on behalf of the organization and works to create a better public understanding of children's issues and to generate moral and financial support for them. It promotes the image and concerns of UNICEF and issues affecting children and women.

Through its interaction within headquarters and with National Committees for UNICEF, field offices, international media, educators, NGOs and other allies, the Division plays a vital role in strengthening advocacy and fund-raising and in providing information support to all country and regional offices. It provides information support for fund-raising, handles media relations and produces and co-produces audio-visual and print materials. In partnership with professional organizations, the Division also coordinates and carries out training programmes for journalists combining skills training with orientation on human development issues. The Division is also responsible for promoting education for development in both industrialized and developing countries.

Organization of the Division

The Division consists of the Director's Office, including a Support Services Unit and a Global Communication Fund Unit; the Editorial, Publications and Photo Section; the Media and Emergency Section; the Radio, Television and Film Section; and the Education for Development Section.

Director's Office

The Director's Office provides overall guidance on policy matters to the substantive services and information staff based at Geneva, Sydney, Tokyo and country and regional offices; oversees UNICEF relations with the media; coordinates activities with other headquarters Divisions and with GCO such as

the opinion poll initiative and the Images Task Force; prepares overall information work plans; organizes information workshops for National Committees and collaborates with regional offices on regional information/communication meetings; supervises cooperation in information matters with National Committees and field offices. The office maintains lines of communication with counterparts in other agencies and identifies opportunities for collaboration on joint information and education for development projects, in particular through the Joint United Nations Information Committee.

In addition to overall responsibility for the Division's work, the Director also supervises the work of the Media and Emergency Section and the Education for Development Section, as well as the Information and Education for Development Section at Geneva. The Director chairs the Information Products Committee and the Programme Publications Committee. The Deputy Director supervises the Editorial, Publications and Photo Section, the Radio, Television and Film Section and the Support Services Unit and serves as Secretary of the Global Communication Support Committee.

Support Services Unit. The Unit provides administrative services in the Division. It monitors the administrative budget and programme funds for publications; prepares budget submissions; controls and certifies expenditures, including consultants' emoluments; counsels on and monitors personnel policies and procedures; makes contractual arrangements for corporate and individual special service agreements and short-term contracts; and provides other administrative services. It also prepares divisional training plans.

Global Communication Fund Unit. Under the supervision of the Deputy Director, the Unit manages the Global Communication Support Fund and serves as the secretariat of an interdivisional committee which sets guidelines for the allocation of funds and approves funding requests. The objective of the Fund is to promote innovative communication projects in support of UNICEF programme goals that have a broad geographical impact and can serve as a model for other countries or regions. Through the activities it supports, the Fund facilitates the transfer of knowledge from North to South.

Editorial, Publications and Photo Section

The Editorial, Publications and Photo Section plans, conceptualizes, writes, edits and produces public information material for hard copy and electronic dissemination. It provides research, editorial and distribution support to The State of the World's Children report and The Progress of Nations. It is responsible for the publication of the UNICEF Annual Report, Facts and Figures and the quarterly First Call for Children, including their design, copy-editing, translation and other pre-printing processes. It coordinates and edits human interest feature articles from the field for use by National Committees, field offices and the media. The Section also reviews publications produced by GCO for consistency and political balance. The Section acts as a resource for reference and research for National Committees, field offices, institutions, the media and the general public and contributes to and helps maintain an information exchange between National Committees and field offices. The Section has established databases for electronic dissemination of texts such as press releases, information notes and final texts of publications and is introducing the Contact Data Base system for hard copy distribution.

The Section also coordinates black-and-white and colour photography. It contracts with professional photographers to cover UNICEF programmes and emergency activities. It maintains an extensive photo library and distributes photographs to National Committees, other headquarters, regional and field offices, NGOs and the media. It also provides photo-related advice and assistance to National Committees and field offices, and is currently setting up an image data base to improve its services to them.

Media and Emergency Section

The Section promotes the interests of children world wide through advocacy with the media, working to make children's issues part of the mainstream. It plans and coordinates global media strategies, major international news conferences, seminars and other media events to draw public attention to issues concerning children. It advises field offices and National Committees on media relations, is responsible for the development of information strategies for covering emergency situations and helps to develop coordinated approaches to the handling of public issues involving UNICEF. The Section provides guidance to UNICEF staff on sensitive and political issues and works with other sections, offices and committees to devise and implement media strategies for the launching of The State of the World's Children report and other advocacy initiatives. It maintains day-to-day relations with the United Nations press corps and foreign correspondents based in the United States and organizes visits to the field by members of the international media. It also devises long-term media initiatives, conducts background briefings for selected journalists and puts out a weekly "Newsflash".

Radio, Television and Film Section

The Section disseminates information on children's issues through its productions and co-productions with broadcast networks and National Committees; promotes audio-visual training and capacity-building, as well as the International Children's Day of Broadcasting (see below); and organizes satellite transmission of major UNICEF news conferences. The Section works with global satellite broadcasters such as CNN, StarTV and BBC World Service Television to inform millions of viewers about children's issues around the world.

The Section produces human interest audio-visual material on UNICEF activities, including full-length video programmes, video news releases, background footage reels and public service announcements for use by UNICEF staff, National Committees, broadcasters and NGOs. The Section also provides various post-production services to National Committees and country offices. It maintains a catalogue listing a wide range of broadcast-quality footage that National Committees and field offices can use to produce videos and to respond to requests from broadcasters.

The Section helps field offices to deliver better programme services through innovative media projects such as animation, soap operas and developmental children's television. Through a new information and communications management training project, the Section will continue to develop the broadcast expertise of country offices and National Committees.

The Section also encourages television and radio stations world wide to take part in the International Children's Day of broadcasting - a day in December when television and radio stations all over the world devote air time to programmes for and about children. The Day raises awareness of children's issues and helps to create a global alliance of broadcasters for children.

Education for Development Section

The Section, with components in both Geneva and New York, is responsible for supporting and giving guidance to educational activities that promote global solidarity, peace, tolerance, social justice and environmental awareness. It does so by applying the principles and methods of education for self-empowerment and active community involvement to more traditional educational contexts, such as schools, youth clubs and teacher-training institutions.

The Section works primarily with the education officers of National Committees in industrialized countries. Through the regional offices, it also extends outreach to educators in developing countries working in similar areas.

Its programmes include the development of special strategies for training, teaching and communication, which incorporate the principles of education for development; the organization of workshops for teachers, youth facilitators, trainers and curriculum planners in those principles and methods; the production of education materials that exemplify the application of education for development in a variety of contexts; and the initiation of special projects in education for development, especially those that require the collaboration of two or more National Committees or of National Committees and UNICEF field offices. Through its Geneva office, the Section also provides a number of ongoing support services to National Committees and NGOs, including information about relevant printed and audio-visual material, a clearing-house for material between National Committees and the publication of EDev News, a newsletter that appears three times a year.

Division of Public Affairs

General functions and responsibilities

The Division of Public Affairs is responsible for advocacy on behalf of children and women and galvanizing action by UNICEF partners and allies leading to the achievement of the goals set by the World Summit for Children, including implementation of the Convention on the Rights of the Child.

The Division works to guide, service and strengthen the organization's main partners, the National Committees, and to build systematic collaboration with networks of international NGOs, intergovernmental organizations, parliamentarians, religious corporate and municipal leaders, celebrities, children, youth and other influential constituencies. The Geneva Office functions as an outreach office for the external relations divisions, with its Director reporting to the Director of the Division of Public Affairs. Public affairs functions at the Geneva Office include support to National Committees and NGOs, work relating to the Convention on the Rights of the Child, special events and work with intergovernmental organizations, parliamentarians and religious leaders.

The Division of Public Affairs, both in New York and Geneva, monitors the development of emerging social and/or political issues as they affect children; helps to evaluate the role of UNICEF in these areas; provides overall coordination and guidance to the contributions of Goodwill Ambassadors and other UNICEF celebrity supporters; and is responsible for developing the advocacy component of all UNICEF events. In fulfilling its advocacy function, the Division seeks and develops alliances with wide-ranging coalitions of social, political and economic development interest groups and movements to build ever broader child support and protection networks. The Division capitalizes on opportunities offered by such events as the World Conference on Human Rights and such specialized initiatives as the "Baby-Friendly" Hospital Initiative (BFHI), to accelerate progress in meeting UNICEF goals.

The Division works closely with targeted constituency groups and key opinion leaders to galvanize their support at global, regional and national levels and to develop opportunities for their cooperation in programme delivery and advocacy outreach. In addition, the Division provides policy guidance and advice to country offices in the establishment of new support entities for children, while continuing to strengthen collaboration with National Committees.

The Division serves as the corporate focal point for follow-up activities to the World Summit for Children's Plan of Action among UNICEF external partners. It provides technical assistance to other UNICEF offices concerning the Convention on the Rights of the Child and other child rights-related issues and is responsible for mobilising efforts to achieve universal ratification of the Convention by 1995. As such, it has strong linkages with the Programme Division, the Division of Information, the Programme Funding Office and GCO.

Organization of the Division

The Division consists of the Director's Office, which includes the BFHI and Operation Units, the Child Rights and Public Policy Section, the National Committee Section, the NGO Section and the Public Participation Section. The latter includes the Public Advocacy, Parliamentarians and Religious Leaders, and Intergovernmental Organizations Units.

Director's Office

The Director's Office oversees and coordinates the work of each of the Division's four sections, and through the Director of the Geneva Office, provides guidance concerning public affairs functions performed by that office. The Director and Deputy Director provide direct support to the Office of the Executive Director in strengthening UNICEF cooperation with external partners and are responsible for coordinating the mobilization component of such accelerated activities as the baby-friendly hospital initiative (BFHI) and the Iodine Deficiency Disorder (IDD) initiative. The Director's Office serves as the focal point for the external relations divisions' mobilization and information activities in support of BFHI. The Director's Office also oversees and lends support to National Committees, the Geneva office and NGOs to advance BFHI in industrialized countries and to achieve its two goals for 1994: the designation of targeted hospitals in every country as "baby-friendly"; and action by all Governments to end the distribution of free and low-cost supplies of breast milk substitutes to hospitals and maternity wards.

Child Rights and Public Policy Section

The major role of UNICEF in the promotion of the Convention on the Rights of the Child and its cooperation with other advocates and United Nations agencies, particularly the Centre for Human Rights, has led to the development of a major new area for advocacy and programme support. Child rights will be a platform for global advocacy in the 1990s and one of the foundations for sustaining progress towards the UNICEF programme goals. During the next biennium, the Child Rights and Public Policy Section will continue to serve as the corporate focal point for the Convention and related issues. This includes the development of an electronic data base to help field offices support Governments in ratifying and/or implementing the Convention.

The Section also serves as the coordinating office responsible for public education and technical support for the Convention, in addition to acting as secretariat for the interdivisional consultative group established by the Executive Director to prepare the role of UNICEF in supporting the implementation of the Convention at the country level.

National Committee Section

The National Committee Section, with the assistance of the National Committee Operational Support Section in Geneva, serves as the divisional focal point for National Committees on matters related to UNICEF policy as it pertains to the Committees, general advocacy and public participation. In addition, the Section provides policy support for fund-raising and advocacy activities of the National Committees through the provision of information on UNICEF programmes and the coordination of contacts with UNICEF field offices. It also provides support in the area of information resources management in order to strengthen the Committees' communications capacity. The Section provides support to the Standing Group of National Committees in the organization and implementation of the Annual National Committees' meeting and other workshops and forums. It serves as the UNICEF focal point for collaborative designing of work plans with National Committees and provides necessary guidance and assistance to Committees as requested. It also provides guidance and assistance with regard to the establishment of new National Committees, as appropriate.

During the 1990s, the Section will place particular emphasis on strengthening UNICEF collaboration with National Committee partners (volunteers, NGOs, parliamentarians and others) in providing policy guidance and operational support for the mobilization of follow-up activities to the World Summit for Children. It will cooperate with the Programme Funding Office in instituting a country approach to UNICEF cooperation with National Committees and develop a framework for cooperation with new support entities for children.

The National Committee Operational Support Section in Geneva functions as an integral part of the Division and coordinates with the National Committee secretariat all activities regarding National Committees in Europe. It serves National Committees in areas related to UNICEF strategies and new developments and ensures the inclusion of special events such as the World Summit for Children in the work plans of the National Committee. Work profiles of National Committees and their individual requirements serve as the basis of the section's operational support function. The Section maintains liaison with New York and field offices regarding specific inquiries by National Committees, analyses work

plans and annual reports of National Committees and provides comprehensive comments on both. The section provides guidance and assistance with regard to the establishment of new National Committees, as appropriate. The National Committee Section in New York is responsible for liaison with all non-European National Committees.

Non-Governmental Organization Section

The Section provides overall guidance in the creation of UNICEF policy on NGOs and develops new areas of UNICEF/NGO cooperation. The Section is responsible for overall coordination, planning and ongoing liaison with international NGOs, with the assistance of the NGO Liaison Unit in Geneva. It works closely with the Executive Director's Office, other headquarters Divisions and regional and country offices to stimulate and sustain UNICEF/NGO programme collaboration and to expand UNICEF advocacy networks in support of UNICEF global priorities. It coordinates the participation of NGOs in major advocacy thrusts including, in particular, the Convention on the Rights of the Child and the Summit Plan of Action.

The Section serves as the initial point of contact for international NGOs seeking information about UNICEF programmes and priorities and facilitates their access to appropriate UNICEF focal points. It also functions as an information conduit to country offices and National Committees seeking closer collaboration with national affiliates of international NGOs as well as funding support by NGOs for achieving the goals set by the World Summit for Children.

The New York and Geneva offices have primary responsibility for support and cooperation with the 184-member NGO Committee on UNICEF, including the activities of the NGO Committee working groups.

Public Participation Section

The Public Participation Section works to mobilize networks of specific constituency groups and is responsible for devising an overall strategy for raising social consciousness on behalf of children through the promotion of UNICEF objectives with influential groups and mobilization of support. This involves working with political leaders and Heads of State, on both an individual and country basis, and ongoing liaison with the Organization of African Unity (OAU), the Commonwealth, the Non-Aligned Movement, the Francophone Summit and others.

The rapid acceleration of UNICEF cooperation with decision makers and government and religious leaders, as well as those from the arts, has required the Division of Public Affairs to intensify its outreach to these important groups for 1991 and beyond. The Section has primary responsibility for developing cooperation with artists and intellectuals, parliamentarians and religious leaders and public personalities.

In order to accomplish those goals, the Public Participation Section is organized into the following three units: Public Advocacy Unit; Parliamentarians and Religious Leaders Unit; and Intergovernmental Organizations Unit.

Public Advocacy Unit. The Unit plans and arranges advocacy for special events and advocacy outreach at fund-raising events and coordinates appearances and missions of Goodwill Ambassadors, Special Representatives for the Performing Arts and Sports and other celebrity supporters. It also assists in the creation of national support groups of artists and intellectuals throughout Africa and globally. The unit works closely with the Division of Information to coordinate media opportunities.

The major thrusts of the Public Advocacy Unit will be its continuing work with UNICEF Goodwill Ambassadors and other spokespersons and support to special event advocacy opportunities, in addition to intensifying its outreach to artists and intellectuals, with the goal of mobilizing their support for country programme priorities, UNICEF concerns and Summit follow-up activities. The Unit works closely with country offices and National Committees to expand the organization's network of national celebrities and spokespersons, including children and youth spokespersons.

Parliamentarians and Religious Leaders Unit. The Unit focuses on advocacy with parliamentarians and religious organizations at global, regional and national levels to foster their support and partnership for the cause of children. This work is accomplished in consultation with National Committees and regional and country offices.

The Unit is also responsible for coordinating advocacy activities with religious and spiritual leaders, mayors and municipal organizations. The new UNICEF partners play a key role in promoting a new ethos and the concept of a "first call" for children, as well as being vigilant concerning children's rights and well-being.

These initial efforts enable UNICEF to reach more directly parliamentarians, religious and municipal leaders at the national level. The priority for the Unit over the next few years will be to provide additional support to field offices in order to build upon this foundation and to integrate advocacy with parliamentarians and religious and municipal leaders into the country programmes.

Intergovernmental Organizations Unit. The Unit has led UNICEF and the Division's work with intergovernmental organizations and forums. Most significant among these have been OAU, the Movement of Non-Aligned Countries, the Commonwealth, the South-South Summit and the Francophone Summit, which have produced several declarations of support and resolutions for action in UNICEF priority areas. The development of these networks has secured support for UNICEF programmes at the highest political level. In the years ahead, the work of the Unit will give considerable attention to building momentum towards the ratification and implementation of the Convention on the Rights of the Child and sustained follow-up to the World Summit for Children.

Greeting Card and related Operations

General functions and responsibilities

The Greeting Card and related Operations (GCO) was established by the Executive Board in 1951 as an integral part of UNICEF. Its mission is to raise

funds for UNICEF from the private sector in cooperation with National Committees for UNICEF, UNICEF field offices and other partners; to increase people's awareness of UNICEF, its aims and activities; and to give them the opportunity to take part in the work of UNICEF.

The GCO mandate encompasses two income-generating areas - greeting card and other product sales and private sector fund-raising - which aim to maximize income for UNICEF from the public at large. GCO is also responsible for the UNICEF graphic identity and corporate partnership guidelines, which are designed to present a consistent and unified image of UNICEF to the world, and for coordinating UNICEF exhibitions and promotions.

GCO provides support to National Committees, UNICEF field offices and other partners in their efforts to generate funds for UNICEF from the private sector. GCO:

(a) Designs, develops and manufactures greeting cards and other products for sale by sales partners world wide, identifies product licensing opportunities and establishes UNICEF sales policies and procedures;

(b) Develops a wide range of marketing communications materials, including catalogues, direct mail, advertising, promotional items and point-of-sale materials for use by sales partners;

(c) Develops marketing objectives, strategies and action plans as part of the annual work plan and budget developed in cooperation with sales partners;

(d) Provides additional sales support and training through its regional sales managers, as well as market research assistance;

(e) Assists National Committees and UNICEF field offices in the development, testing and implementation of a wide range of private sector fund-raising programmes and explores new opportunities for raising funds from the private sector;

(f) Coordinates international and transnational fund-raising events and provides technical support to National Committees and UNICEF field offices in the development of special fund-raising events at the national level;

(g) Develops a variety of fund-raising, advocacy, promotional and exhibit materials for use by National Committees, UNICEF field offices and other partners;

(h) Provides training, guidance and technical support in the areas of all card and other product sales, private sector fund-raising, special fund-raising events and operations and finance;

(i) Serves as focal point for the UNICEF graphic identity and corporate partnership guidelines;

(j) Coordinates with other UNICEF divisions such as the Divisions of Information, Public Affairs and Financial Management, the Programme Funding Office and Programme Division in the development and implementation of annual external relations and fund-raising work plans.

Organizational structure

GCO is comprised of the Director's Office and three functional groups - Product Line and Marketing, Private Sector Fund-Raising and Operations and Finance - each of which is headed by a Deputy Director. The Director is responsible for all GCO activities world wide. The Director's Office is also supported by the GCO Personnel Unit.

A significant number of GCO staff are based in Geneva, allowing GCO to be close to the National Committees in Europe, which generate a substantial portion of UNICEF private sector income. All three of the GCO functional groups are represented in Geneva. The Deputy Director, Product Line and Marketing, is based in Geneva and has global responsibility for this entire area. The staff, which also includes several section chiefs, provide marketing, fund-raising, operational and financial management support to National Committees, UNICEF field offices and other partners world wide.

In addition to its New York and Geneva locations, GCO operates four regional production and distribution centres in Secaucus, New Jersey, United States; Rio de Janeiro/Sao Paulo, Brazil; Singapore; and Huningue, France.

Product Line and Marketing Group

The Product Line and Marketing Group is headed by a Deputy Director and is comprised of three sections: Product Development, Market Development and Market Research. This group provides secretariat support for the annual greeting card workshop for National Committees, as well as for the four regional greeting card workshops for UNICEF field offices.

The Product Development Section is responsible for the design, development, and manufacture of the UNICEF card and product lines world wide, as well as for identifying opportunities for product licensing. This section is comprised of three units: Card Development, Product Development and Licensing.

The Market Development Section is responsible for providing sales, marketing and service support to National Committees, UNICEF field offices and other sales partners. The Section is comprised of three units: Sales Development; Promotional Support; and Forecasting, Order and Distribution.

The Market Research Section performs market research and analysis in support of product and market development efforts and private sector fund-raising activities in cooperation with National Committees, UNICEF field offices and other sales partners.

Private Sector Fund-raising Group

The Private Sector Fund-raising Group is headed by a Deputy Director and is composed of three sections or units: Fund-raising Support; Fund-raising Materials and Special Projects.

The Fund-raising Support Section provides support, advice and, when desirable and upon request, guidance to National Committees and UNICEF field offices in the development of their fund-raising plans, programmes and activities. These include direct mail campaigns; mass appeals through print and

electronic media; major gifts such as legacies and bequests; corporate partnerships such as joint promotions, cause-related marketing campaigns, payroll deduction programmes and the "Change for Good" collection programme; special fund-raising events such as radiothons, telethons and sports events; and other fund-raising activities such as lotteries and National UNICEF Day promotions. In addition, this section administers the Fund-Raising Development Programme and also provides secretariat support for the Annual Workshop on Private Sector Fund-Raising and for the biannual meetings of the Working Group on Private Sector Fund-Raising.

The Fund-Raising Materials Unit develops special packages of material on UNICEF-supported programmes, themes and emergency activities for use by National Committees and UNICEF field offices in their fund-raising efforts. The Unit also develops a variety of other fund-raising materials such as the "Review of the Year" and the Pocket Diary. Additionally, the unit coordinates fund-raising training for National Committees and UNICEF field offices.

The Special Projects Section oversees the development of promotional, advocacy, exhibition and multimedia materials for UNICEF for use by headquarters, National Committees and UNICEF field offices and ensures the uniform application of the UNICEF logo and identification standards on all UNICEF materials. The Section also directs the work of the GCO Design Studio, the UNICEF House Visitor's Centre and the UNICEF House Gift Shop.

Operations and Finance Group

The Operations and Finance Group is headed by a Deputy Director and is comprised of three sections (Operations, Finance and Administration, Management Information Systems), two production centres (in Brazil and Singapore) and a Planning and Coordination Unit.

The Operations Section is responsible for overseeing the purchase and/or production of all UNICEF products, services, equipment and materials, as well as for quality control, warehousing and shipping. It is comprised of three units: Production; Logistics; and Procurement.

The Finance and Administration Section is responsible for the budget, accounting and administrative functions of GCO; for producing the GCO financial reports; and for providing financial management support to National Committees, UNICEF field offices and other sales partners. The Section is comprised of two units: Budget, Reporting and Administration; and Financial Accounting.

The Management Information Systems Section is responsible for developing, implementing and maintaining global systems and procedures to enhance organizational efficiency and productivity, for supporting office automation and information processing functions in GCO and for assessing and helping to improve the technical capabilities of National Committees and UNICEF field offices.

The Production Centres in Brazil and Singapore are responsible for producing and/or purchasing, warehousing and distributing cards and other products for the Latin American and Caribbean and Asia regions, respectively. These centres also provide assistance in sales, private sector fund-raising and handle financial and administrative matters on behalf of GCO. The Production Centres report directly to the Deputy Director, GCO (Operations and Finance).

Special management committees

The GCO Management Committee is comprised of the Director and the three Deputy Directors and works to strengthen management control and coordination in GCO by monitoring progress against agreed-upon objectives and work plans. The Committee sets and monitors the implementation of GCO corporate goals, reviews budgets and financial results and discusses policy proposals, human resource matters and other general management issues. Its members maintain close relations with National Committees and UNICEF field offices and consult with them especially during the work-planning process.

The GCO Budget Committee is chaired by the Deputy Director for Operations and Finance and comprises representatives from each of the functional groups. It advises and makes recommendations to the Director with regard to: the allocation and reallocation of human and financial resources and monitoring of their effective utilization; budget guidelines, scheduling and policies; the consolidated budget, based on submissions received from each functional group; and organizational structures including all categories of staff.

Works of art for use in UNICEF card and product designs are recommended annually by the UNICEF International Art Committee, which consists of the Director, who serves as Chairman, and numerous professionals and National Committee representatives from all over the world who have art, design, marketing and regional expertise as well as a knowledge of UNICEF, its values and its work.